



# Evaluating Capacity Development

**Spring Conference 2019**

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*The passive importation of techniques, controls, and beliefs, via outside agencies and experts that run around solving everyone else's problems, may be the very problem of development.*

**Henry Mintzberg**

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**Capacity development** is the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own **development** objectives over time



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- A faint, light-colored world map is visible in the background of the slide, centered behind the text.
- **It's not a one-off exercise**
  - **Not a technical problem**
  - **Flexible and unique**
  - **Multi-stakeholder**



# Key Lessons from Evaluation of FAO CD in Africa 2000-2010

Sustainability of CD interventions must be improved

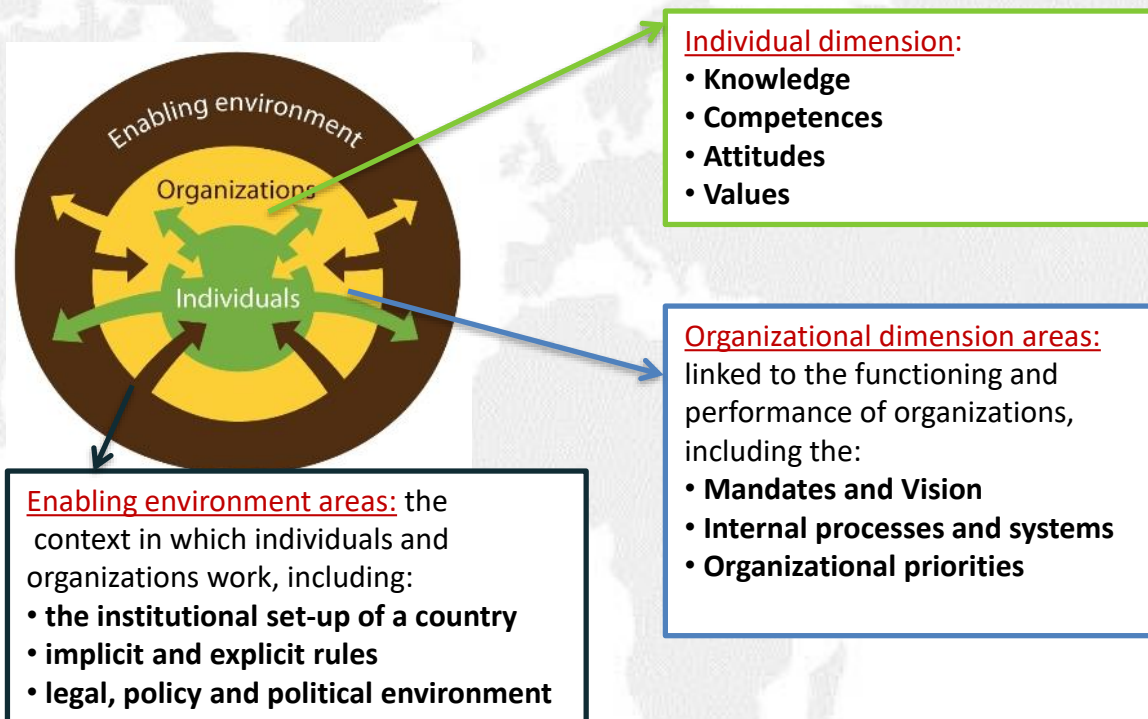
FAO has intervened across dimensions but with few interventions targeting organizations (Individuals 80%, Organizations 25%, Enabling Env. 50%)

Little evidence of consistent assessment of CD needs prior to design of interventions

Limited institutionalization of initiatives into local systems that are able to provide needed services and funding for scaling-up

Partnerships on CD: unexploited potential, especially research and academic institutions, private sector and NGOs/CSOs

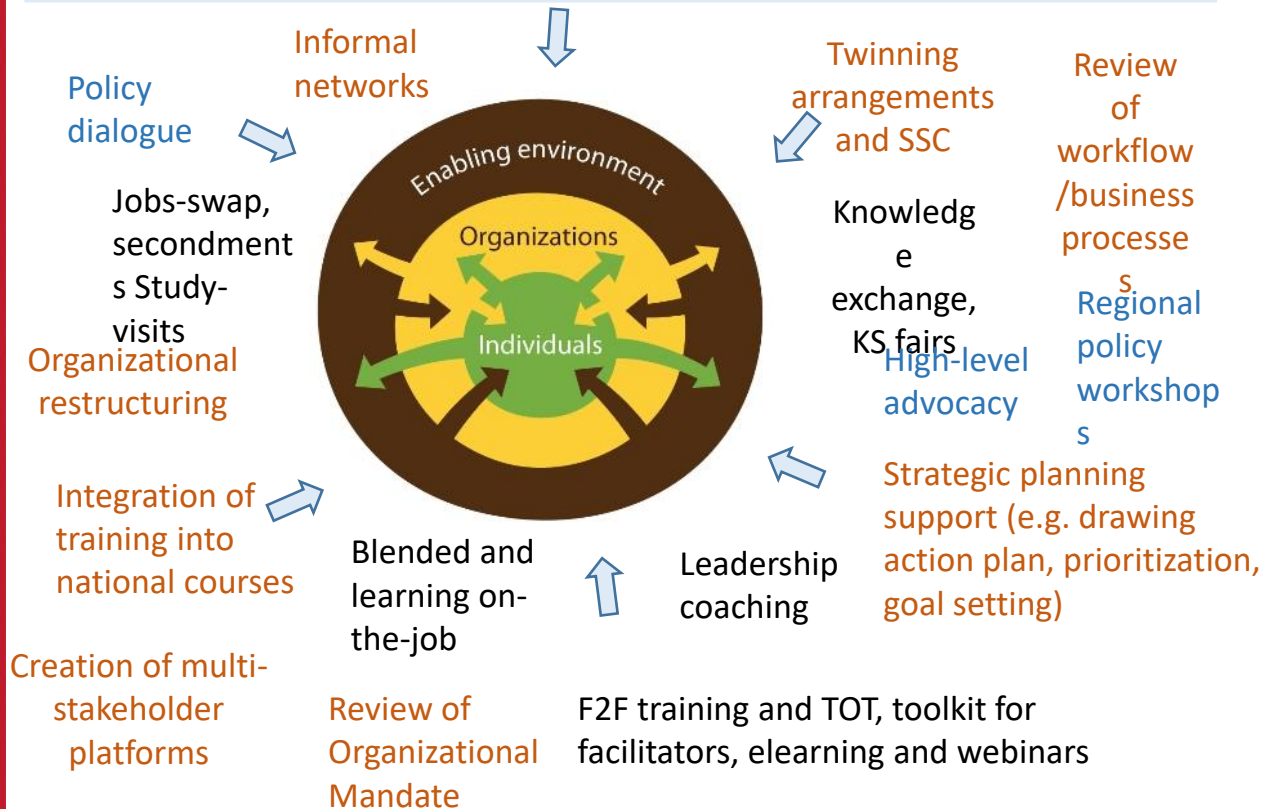
# The Three Dimensions of CD



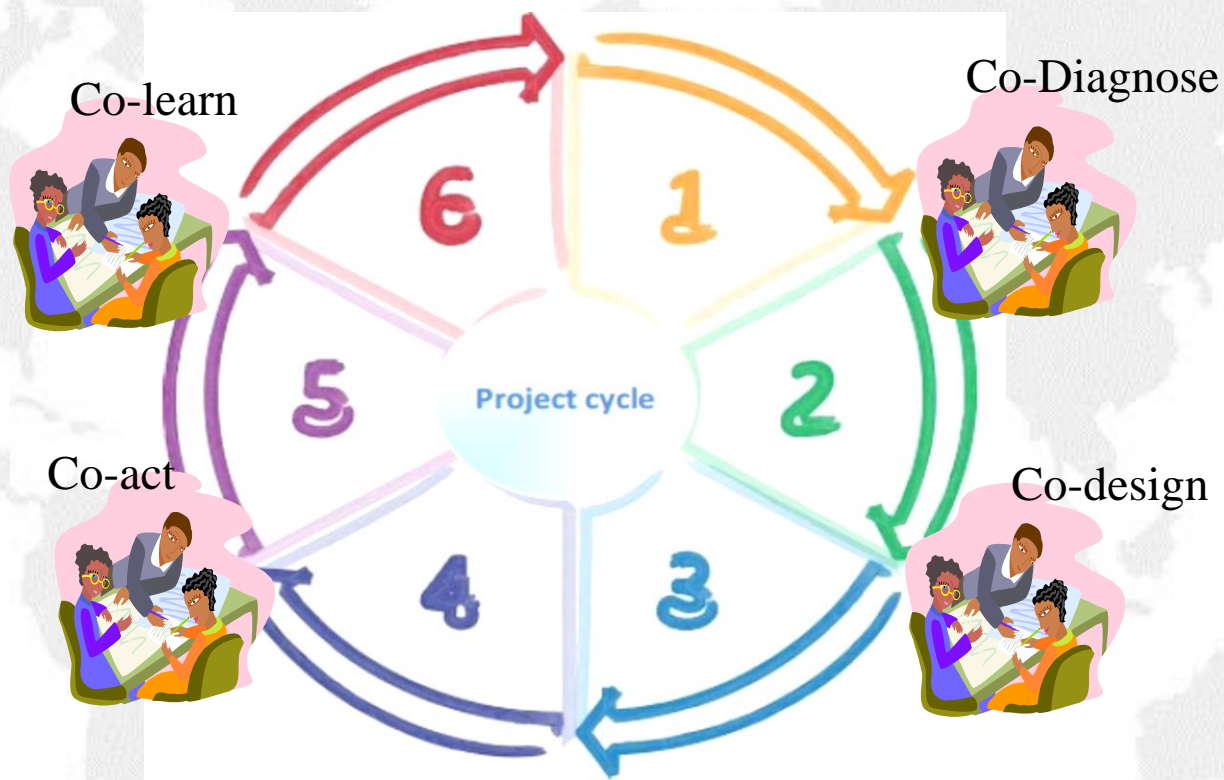


# INVENTORY OF CD MODALITIES

No single CD modality can address a need. There must be a **combination** of modalities with the appropriate **sequencing**.



# CD in the project life cycle







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# Evaluation

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## Factors for successful CD

- use of local expertise and national institutions, working at multiple levels of influence
- participatory needs' assessment across the individual and institutional levels,
- building a critical mass of trained personnel coupled with institutional capacity building, and post-training follow-up activities.



## Factors negatively affecting CD

- inadequate targeting,
- insufficient attention to capacity development needs
- lack of synergies and linkages with other initiatives and services
- inadequate resources planned for capacity development.



## CD Evaluation framework

- **Capacity Development (CD) is an FAO core function helping to achieve the sustainable delivery of FAO's strategic results within member countries and as such should be mainstreamed throughout all OED evaluations.**



# CD Evaluation framework

- **Involve the evaluand!**
- **ToRs - minimum requirements**
- **Defining dimensions**
- **Mapping CD results**
- **Evaluation matrix - Select evaluation questions, indicators, tools and methodologies**



## CD Evaluation framework

- To what extent has the project [or programme] responded to identified capacity needs across the three CD dimensions and how have they capitalized on existing capacities?
  - CAN across levels
  - Participatory with gender – youth
  - Capitalizes on existing capacities





## Individual level

- **To what extent did the intervention enhance target beneficiaries' functional and technical skills and their knowledge?**
  - a) act as agents of change within an organization [dissemination/adoption]
  - b) acquire new technical knowledge, skills and behaviours?



## Organizational level

- **To what extent has the intervention contributed to improve the performance of the targeted organization and promote institutional change?**
  - a) improved organiz. policies/strategies programmes
  - b) improved internal organization (management, coordination, teamwork, behaviours)
  - c) Flexibility in responding to changes in demands



# Enabling Environment

- **What are the outcomes at enabling environment level?**
  - a) Awareness across stakeholders
  - b) Empowerment
  - c) Multi-sectoral mechanisms for policy making
  - d) New/improved policies
  - e) Adequate allocation of resources for policy frameworks
  - f) Adequate accountability mechanism



**Supporting evaluation  
in agriculture, food security  
and rural development:**



**Eval Forward**

Evaluation for Food Security, Agriculture & Rural Development

# EVAL-ForwARD

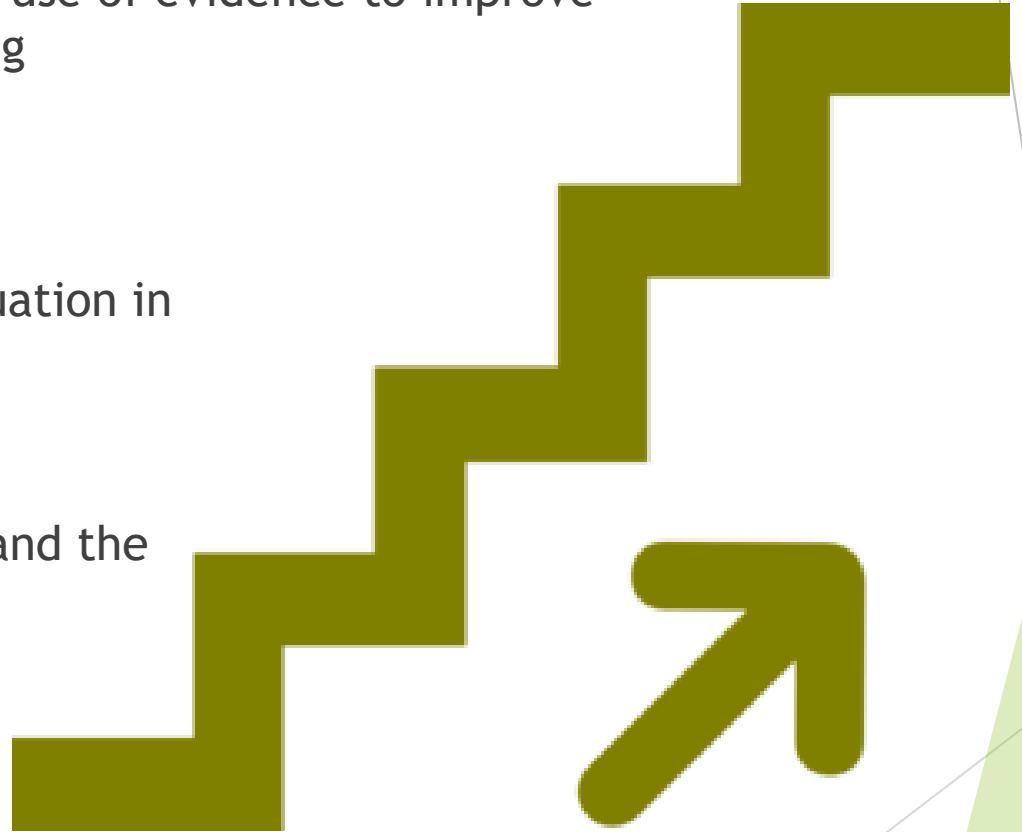
- ▶ **A Community of Practice on Evaluation for Food Security, Agriculture and Rural Development**
- ▶ **Facilitates knowledge sharing and supports capacities for evaluation in countries**
- ▶ **Is an initiative of the evaluation offices of FAO, WFP and IFAD**



- ▶ For more information and to join: [www.evalforward.org](http://www.evalforward.org)

# The mission

- ▶ **Contribute to advance** the use of evidence to improve policies and decision-making
- ▶ **Support capacities** for evaluation in countries
- ▶ **Facilitate dialogue** and expand the outreach of the evaluation community



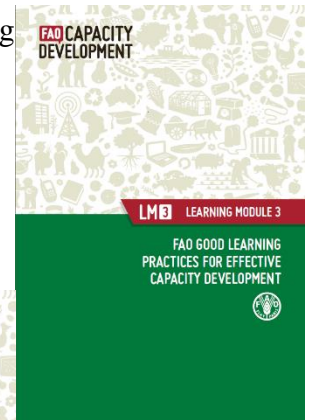
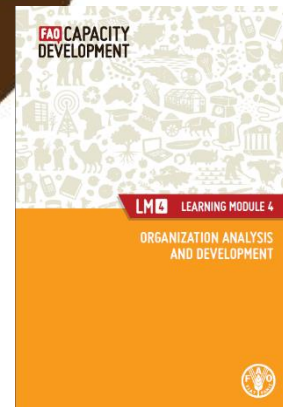
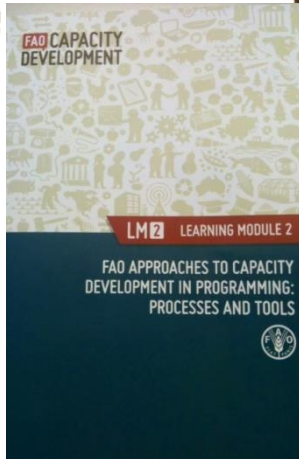
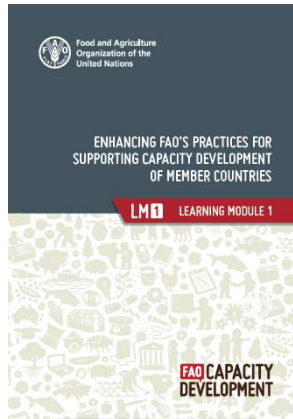




# The Dimensions of CD

**Technical capacity** in the broad areas of food and agriculture

**Functional capacities** to enable country actors to plan, manage and sustain change



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**Thank you**